ELECTRONIC MAIL

December 7, 1992

TO: NASA REGIONAL SALES MANAGERS
NASA SR. CHAIN/CHAIN ACCOUNT MANAGERS
NASA DIVISION/DISTRICT MANAGERS
NASA MILITARY SALES MANAGERS

SUBJECT: **OPERATING GUIDELINES**

The attached Operating Guidelines are intended to formalize many of the practices you have already implemented.

As the Savings Category continues to grow, we must come to grips with an essential principle -- and that is we can not buy all the business in the category. All the business we secure must be profitable, based on RJR terms and objectives, and not simply reactions to competitive activities.

We are in this category for the long haul. Our direction should be toward very responsible and longer-term strategies versus short term quick-fix schemes. These longer term, better planned activities consist of superior position of our products at point of purchase by our Sales Force, a superior service level in the calls that count, and superior price communication regardless of our price in all outlets. Basically, our overall knowledge of all aspects of the marketplace and communication of these ideals clearly to all in our organization is our intention.

To this end, the attached Operating Guidelines clearly outline our position on Savings brands and related issues.

Sincerely,

Ed

E. M. McAtee
/dmm
attachment
cc: Staff
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